Government of
Saskatchewan

Annual Report
2001 – 2002

Saskatchewan
Public Service
Commission

102-07002/

Table of Contents

Letters of Transmittal 3
Public Service Commissioners 4
PSC Mandate and Governing Legislation 5
Mission, Vision, Values, Goals and Clients 6
The Saskatchewan Public Service 7
Highlights, 2001–2002 10
Future Activities 10
PSC Working Environment 11
Assets 12
External Suppliers 12
Organizational Structure, 2001–2002 13
Human Resource Development 14
Employee Relations 17
Administrative and Information Services 20
Policy 22
Communications 23
Workplace Diversity 24
Transferred or Excluded Positions, 2001–2002 26
Financial Overview, 2001–2002 27
Glossary: terms used in human resource management 28

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Letters of Transmittal

The Honourable Lynda Haverstock
Lieutenant Governor of Saskatchewan
Government House
Regina, Saskatchewan

Your Honour:

In accordance with Section 37 of *The Public Service Act, 1998*, I have the honour of submitting the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2002.

Respectfully submitted,

Joanne Crofford
Minister Responsible for the
Saskatchewan Public Service Commission

The Honourable Joanne Crofford
Minister Responsible for the
Saskatchewan Public Service Commission
Regina, Saskatchewan

Dear Minister:

I have the honour of asking you to submit for tabling the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2002.

Management is responsible for the integrity of the financial data reported by the Commission. Fulfilling this responsibility requires the preparation and presentation of financial information and other data in accordance with the guidelines developed by the Department of Finance, with any exceptions specifically noted.

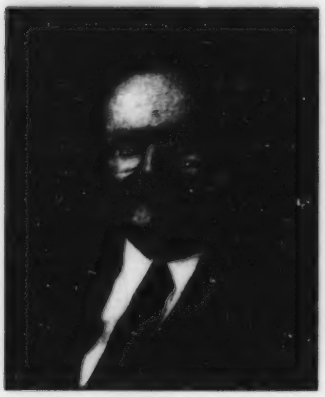
Public Service Commission staff use internal accounting controls and apply policies and procedures in the Financial Administration Manual and the Treasury Board Accounting and Reporting Manual. Employees also exercise their best judgement to ensure that financial reporting activities accurately and fairly reflect the activities of the Commission and uses of the financial resources provided to it. Management believes that existing internal controls provide reasonable assurance that assets are safeguarded and that the financial records are reliable for preparing financial information and maintaining accountability for assets.

As Chair of the Commission, I take this opportunity to acknowledge the assistance of my fellow Commissioners and the diligent work of the staff of the Public Service Commission.

Yours sincerely,

Wynne Young
Chair, Saskatchewan Public Service Commission

Public Service Commissioners



Top row, left to right:
Roberta Burns
Kimberley Ives

Bottom row, left to right:
Ron Torgerson
Wynne Young
Ray Purdie

PSC Mandate and Governing Legislation

The Public Service Commission is the independent agency responsible for leading effective human resource management in government and representing the public interest in the administration of *The Public Service Act, 1998.*

The Commission is also responsible for the administration of *The Public Service Regulations, 1999.*

According to Section 3 of *The Public Service Act, 1998*, the purposes of the *Act* are:

- To maintain an independent and professional public service.
- To facilitate providing quality service to the public in a manner that is responsive to changing public requirements.
- To recruit employees to the public service, and to develop a qualified public service, in a manner that fulfils the purposes of this *Act.*
- To strive to develop a public service that represents the diversity of the people of Saskatchewan.
- To promote harmonious relations between the Government of Saskatchewan, its employees in the public service and the trade unions that represent those employees.

The Minister Responsible for the Public Service Commission has general responsibility for the Commission, including responsibility for answering questions in the Legislative Assembly. The Minister's legal authority is limited to giving direction to the PSC in carrying out its statutory duties with respect to collective bargaining with trade unions representing government employees.

Commissioners are appointed by the Lieutenant Governor in Council and are responsible for effectively carrying out the provisions of *The Public Service Act, 1998*. Commissioners have all the powers of commissioners appointed pursuant to *The Public Inquiries Act*, including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records. The Chair and other Commissioners have exclusive statutory duties respecting all human resource matters.

According to Section 11 (1) of *The Public Service Act, 1998*, the Commissioners are responsible for:

- Representing the public interest in human resource management.
- Reviewing any actions taken by the chairperson or any other person to whom the chairperson has delegated his or her responsibilities or powers.
- Conducting appeals pursuant to Section 30 of the *Act.*
- Fulfilling any other responsibilities that the Lieutenant Governor in Council may assign.

In addition, under Section 11 (2) of the *Act*, the Commissioners are responsible for human resource management in the public service, including:

- Recruiting and selecting persons within the public service and appointing persons in the classified division.
- Developing, establishing and maintaining classification plans.
- Coordinating the development and implementation of employment equity policies and programs.
- Carrying out research on compensation and working conditions within the public service.

Section 11 (3) of the *Act* states that in fulfilling its responsibilities, the Commissioners may:

- Investigate any issue considered necessary or desirable respecting human resource management.
- Request reports from the chairperson or any other person to whom the chairperson has delegated his or her responsibilities or powers.

According to Section 12 (1) of the *Act*, the Commissioners may delegate the fulfilment of any of their responsibilities, other than those outlined in Section 11 (1).

Mission, Vision, Values, Goals and Clients

PSC Mission

Our mission is leadership and service in human resource management to assist government in the effective delivery of its mandate for the people of Saskatchewan.

Vision for the Public Service

The corporate vision for the Saskatchewan public service is that it will be:

- A preferred employer that attracts and retains people with talent, commitment and innovative ideas.
- Acknowledged for its effective human resource management policies and practices.
- Respected for its attitudes, knowledge and skills.
- Dedicated to providing quality, affordable services that Saskatchewan citizens need.
- Representative of the diversity of the province.

PSC Goals

- Talented, innovative and dedicated employees.
- Healthy, productive workplace.
- Leadership and accountability in human resource management.
- Workplace diversity.
- Responsive, client-centred services.
- A great place to work.

PSC Values

We believe in:

- People as our most valuable resource.
- Conducting our business with integrity and respect for all.
- Diversity.
- Encouraging and implementing innovative ideas.
- Merit, equity and fairness as the foundations of our actions.
- Accountability for our decisions and actions.
- Quality, timely and effective service.
- Teamwork, partnership and co-operation.
- Recognizing employees' efforts and accomplishments.
- Continuous learning, as individuals and as an organization.
- A healthy and safe work environment.

PSC Clients

The PSC provides services to a diverse group of clients, including:

- The Government of Saskatchewan.
- Public service managers.
- Department human resource branch staff.
- Government employees.
- The public.

Others with whom the PSC regularly interacts include:

- Public service unions.
- Organizations representing members of designated groups.

The Saskatchewan Public Service

More than 10,000 people work in the Saskatchewan public service year round, providing services to the people of the province. In summer months, seasonal employees bring this number to more than 12,000 people.

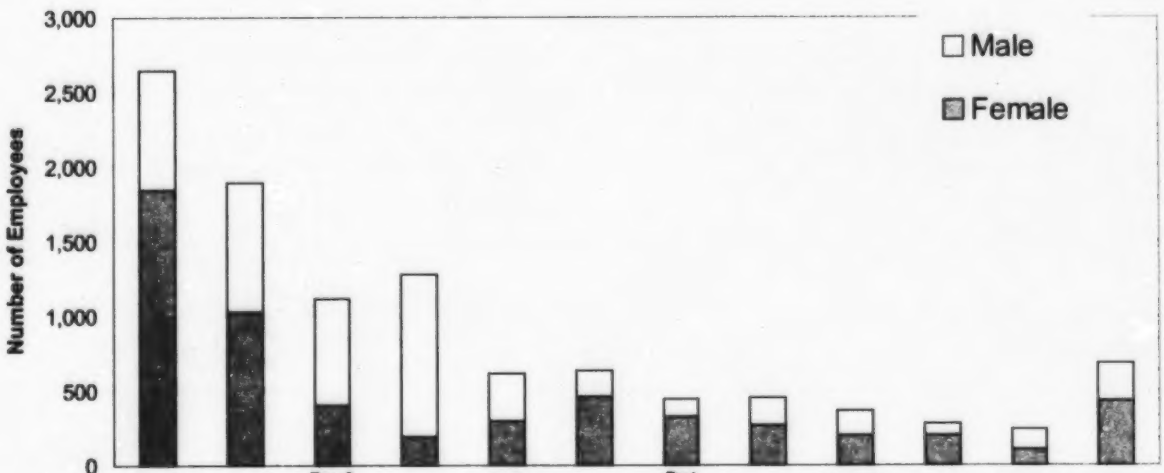
Public servants work in a wide range of careers, from engineers, social workers, conservation officers, policy analysts, human resource professionals and accountants, to agrologists, information technologists, lawyers, corrections workers and health care professionals.

The charts in this report show a statistical snapshot of the public service, effective March 31, 2002.

(Note: In this report, employee counts vary from previous years. People with multiple jobs are only counted once, and only Executive Government departments are counted.)

Number of Employees, by Department

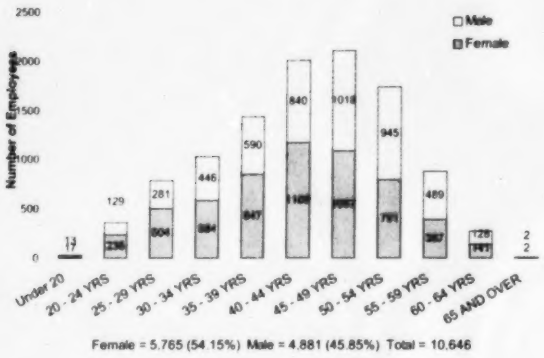
March 2002



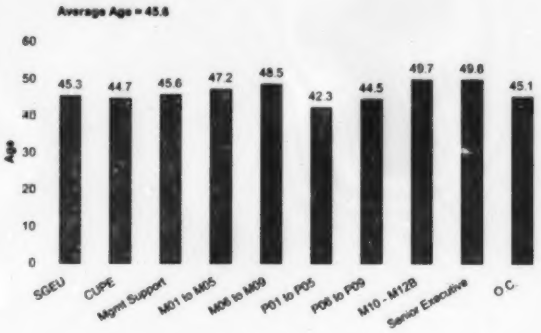
	Social Services	Justice	Env. & Resource Mgmt	Highways	Agriculture & Food	Health	Post Secondary Ed.	Finance	Munic. Aff. & Housing	Education	Energy & Mines	Other Depts.
Male	799	870	705	1,090	315	173	117	182	164	75	137	254
Female	1,844	1,026	408	193	299	461	328	270	201	201	103	431

Total employees = 10,646

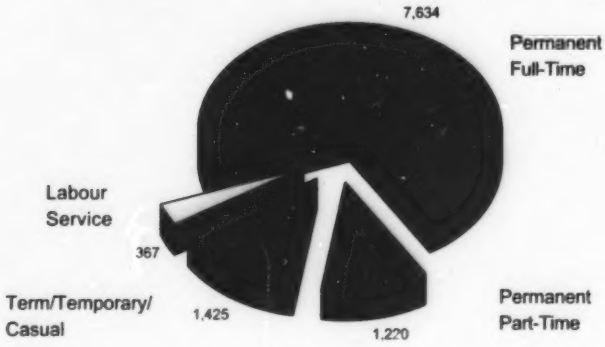
Employees by Age
March 2002



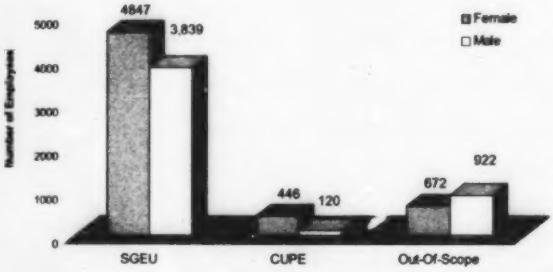
Average Age
March 2002 (Permanent Full-Time only)



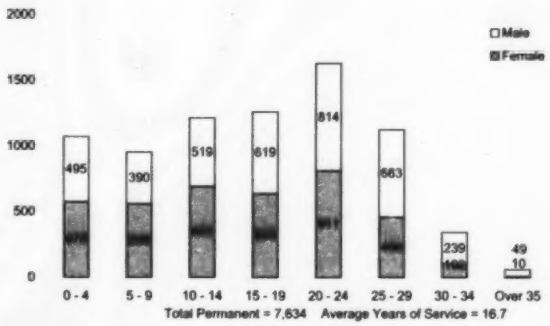
Active Employees
March 2002



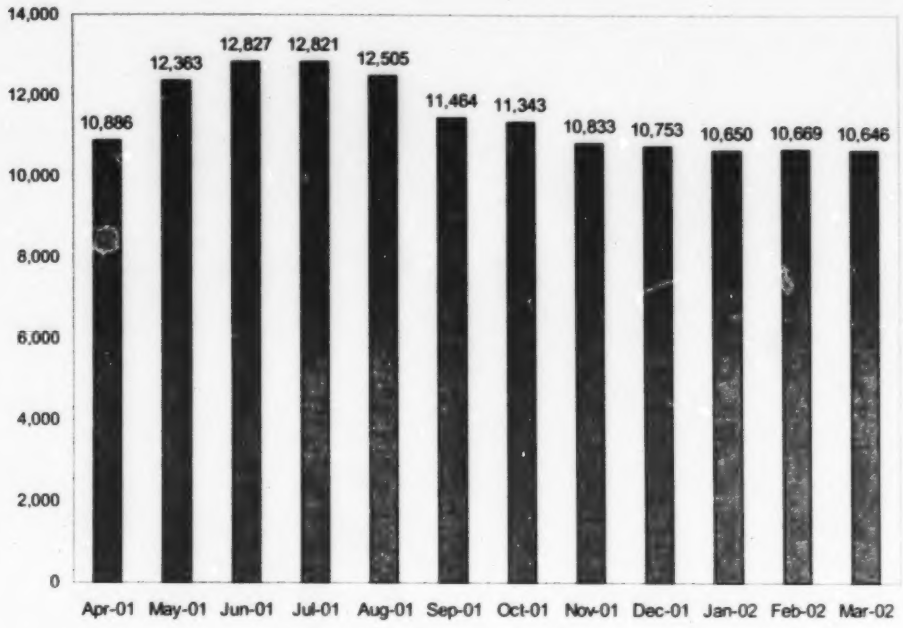
Employees: In and Out of Scope
March 2002
(Permanent and Non-Permanent)



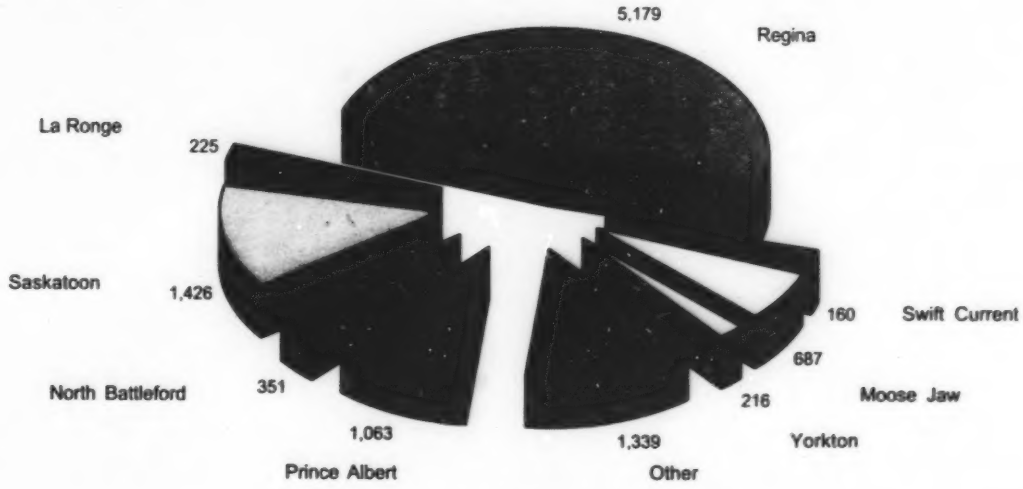
Years of Service
March 2002 (Permanent Full-Time only)



Active Employees by Month
April 2001 to March 2002



Employees by Location
March 2002



Total Employees = 10,646

Highlights 2001-2002

- Launched the Aboriginal Public Service Internship Program.
- Launched the Government of Saskatchewan's Centennial Student Employment Program.
- Negotiated collective bargaining agreement settlements with the Saskatchewan Government and General Employees' Union and the Canadian Union of Public Employees, Local 600.
- Launched an automated process to distribute all public service job postings by e-mail.
- Developed an online application form for the Summer Student and Centennial Student Employment Programs.
- Developed an online applicant recruitment tracking and inventory system for general public service employment, to be introduced in Spring 2002.
- Managed the implementation of the Labour Relations Board decision on the scope review.
- Began development of a new career marketing strategy.
- Began development of an online Employee Orientation, to be launched in Summer 2002.
- Launched an audit process for permanent part-time and temporary staffing.
- Completed the first cycle of department human resource planning.
- Designed an automated grievance tracking system.
- Continued enhancements to the PSC's Website, including Web pages on telework, balancing work and family, and the Employee and Family Assistance Program.
- Completed the employment equity review.

Future Activities

- Continue development of the new management classification and compensation plan and performance management system.
- Launch the Internet-based applicant recruitment, tracking and inventory system, to enable job seekers to apply online for public service employment opportunities, and enable managers to access an inventory of job seekers, and to post job opportunities.
- Complete implementation negotiations for the new CUPE equal pay for work of equal value classification plan.
- Launch the online Employee Orientation on the PSC's Website.
- Administer a PSC client survey, and design and implement a government-wide employee survey.
- Design and launch a public service employee recognition program.
- Continue to work with departments to address corporate human resource planning and reporting requirements.
- As part of a youth employment strategy, begin development of a New Professionals' Network in the Government of Saskatchewan.
- In conjunction with the Department of Finance, assist with the development and implementation of the new integrated financial, human resource and purchasing system for government.
- In conjunction with the SGEU, complete the development of a system to allow the union to download and access the Internet Personnel System grievance tracking data.
- Continue to improve marketing and promotion of careers in the public service.

PSC Working Environment

As the independent agency responsible for leading effective human resource management in government, a healthy, productive work environment is a high priority for the PSC. Activities that affect this include:

- Recognizing diversity.
- Recognizing employees.
- Ensuring a safe, healthy workplace.
- Fostering continuous learning and development.

Recognizing diversity

- Diversity is supported by the PSC's Management Committee, and diversity goals are included in the PSC Strategic Plan.

- The PSC endeavours to create a working environment where people are treated fairly, differences are recognized and respected, and necessary accommodations are made.

- The PSC's Employment Equity Committee meets regularly throughout the year to explore ways to eliminate barriers and increase representation of designated groups.

- Diversity is promoted through courses designed to increase employee awareness. These include the ACAP (Aboriginal Cultural Awareness Program) training and the Road to Equity program.

- The PSC supported events outside the Commission during Employment Equity Week, and paid for memberships in associations such as the Saskatchewan Employment Equity and Diversity Association, the Aboriginal Government Employees' Network, and the Saskatchewan Visible Minority Employees' Association.

- During 2001, 56 positions (permanent and term) at the PSC were encumbered by persons from the designated groups (Aboriginal people, members of visible minority groups, people with disabilities, and women in management or under-represented jobs).

Recognizing employees

The PSC's Recognition Committee holds regular formal and informal events within the Commission to show appreciation for employees' contributions.

Ensuring a safe, healthy workplace

The PSC's Occupational Health and Safety Committee meets regularly to ensure workplace safety. It also conducts regular inspections of the workplace and suggests accommodation or ergonomic adjustments as needed. Minutes of committee meetings are posted on bulletin boards and the in-house Intranet.

Employees are encouraged to talk to their managers about any issues they may have with respect to balancing work and family. Where possible, flexible working hours and other arrangements have been put in place.

During 2001–2002, a "Violence in the Workplace" policy was developed for PSC staff in accordance with Occupational Health and Safety Regulations. The policy includes a risk assessment and safety procedures, and measures to address the risks identified.

Fostering continuous learning and development

Under the PSC's learning policy, learning and development plans are established annually for each employee as part of the work planning process. PSC support may be financial or may include time off with pay or adjustments to hours of work.

Assets

The physical assets of the Public Service Commission include:

- The information technology infrastructure and equipment for the PSC and for the operation of two government-wide human resource information systems.
- The computerized systems for competition tracking and student employment programs.
- Competition files, core competency profiles, and position and personnel files for all public service employees and established positions.
- Furniture, office equipment and supplies.
- A labour relations library, which contains arbitration law, case studies and other related information.
- A learning resource centre for human resource issues and management development.

The estimated book value of physical assets is $363,000.

To safeguard assets:

- Electronic data is regularly backed up and files are housed in secure areas, accessible only to authorized staff.
- Specialized inventories are maintained for computer equipment and software.
- All files are housed in secure areas, available only to authorized staff.
- Employees have been assigned and trained to effectively manage the labour relations library and learning resource centre.
- Off-site storage is used for backup and recovery services for HRS, IPS and internal systems.
- Inventory systems are used for capital assets.
- Employees develop individual learning plans and divisions participate in occupational health and safety initiatives.

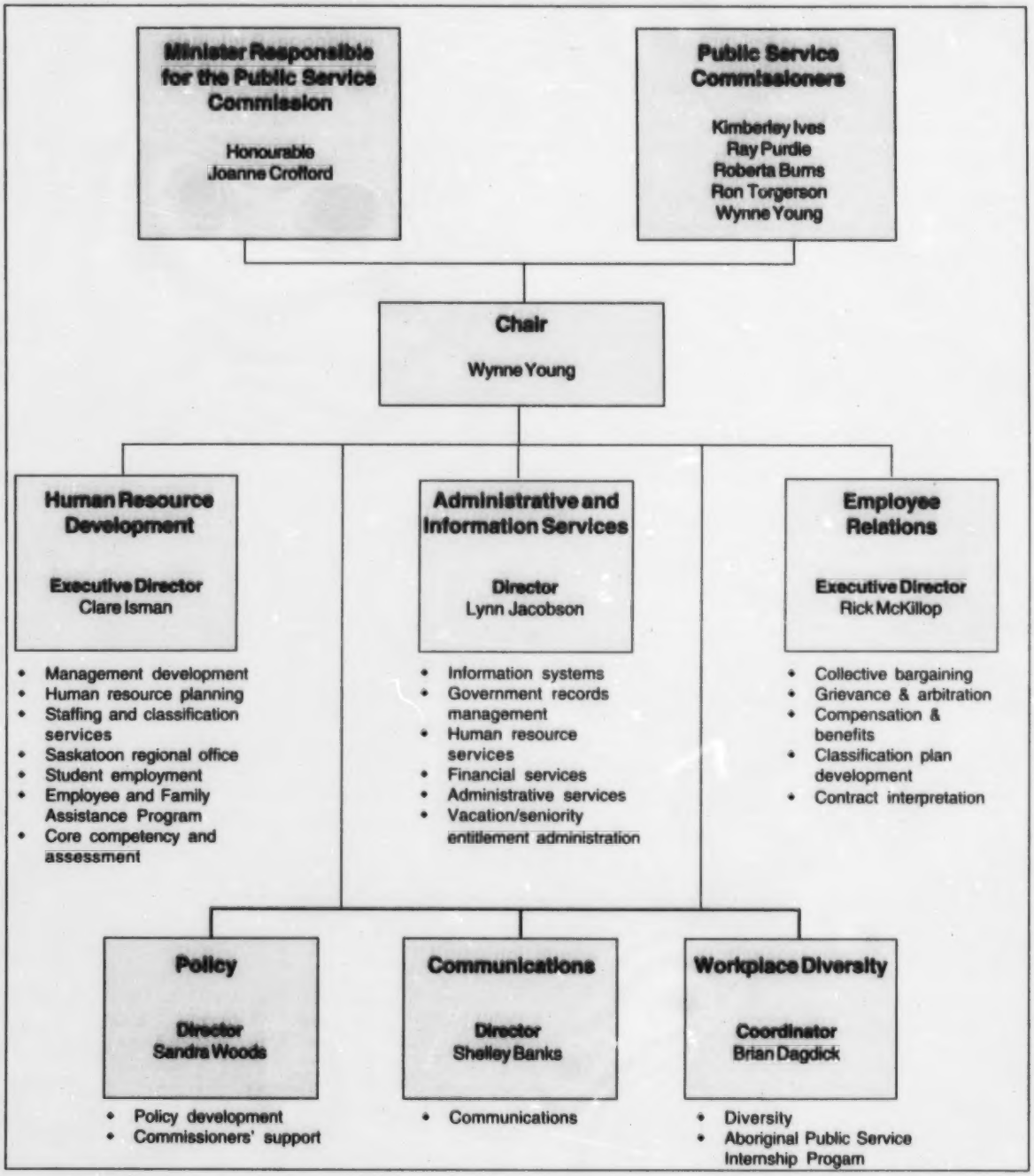
External Suppliers

External suppliers used by the Public Service Commission include:

- Members of the labour relations community, to provide expertise as independent adjudicators, members of panels and chairs of arbitration boards;
- Off-site suppliers, to operate the mainframe computer-based Human Resource System (HRS);
- SaskTel, to provide security and WAN access;
- Saskatchewan Property Management Corporation, to provide accommodation and central services, and Web hosting services for the PSC's Internet site;
- External printers, for department publications including newsletters, brochures and learning materials;
- The PSC's advertising agency of record;
- A variety of national and local vendors and suppliers of learning products and consulting services.

Organizational Structure, 2001-2002

As of March 31, 2002, 126 staff members were located in Regina, while six staff members worked in Saskatoon. (This staff count includes the 10 interns with the Aboriginal Public Service Internship Program.



Human Resource Development

Objective

To classify positions, and recruit and select qualified candidates for employment within the public service; provide programs and services to address priority senior management learning and development needs across Executive Government; provide employee and family assistance counselling and preventative education services; and lead human resource planning and the implementation of improved human resource processes and systems, based on a strategic review of the human resource function.

Program Delivery

- Classification of jobs in the public service.
- Recruitment and selection of permanent, non-permanent and student employees for the public service.
- Research and development of core competencies and assessment tools.
- Corporate learning, development and consulting services in support of building and maintaining management capability and improving organizational performance.
- Employee and family assistance counselling and other support services.
- Leadership in human resource planning.
- Leadership in the human resource management function across the public service.

Goal 1: Talented, innovative and dedicated employees

Activities

- Managed the Co-op, Summer Student and Centennial Student Employment Programs.
- Developed an Internet-based applicant recruitment, tracking and inventory system.
- Researched and developed recruitment strategies, competencies and assessment tools for individual positions and occupation groupings.
- Began development of new promotional materials with the slogan, "Discover the Possibilities".
- Coordinated departmental and PSC attendance at career fairs throughout the province.
- Provided information and career counselling to employees, students and individuals from the designated groups.

Results

- Improved recruitment and promotion techniques.
- Increased youth awareness of the public service as a career option.
- Improved assessment techniques for recruitment.
- Employees and clients were well-prepared for job competitions and interviews.

Activities

- Delivered a training and education program to address priority corporate management competency needs.
- Provided consulting services to departments in the areas of strategic planning, organizational design, human resource planning, change management, and performance planning and measurement.
- Began implementation of the Aboriginal Public Service Internship Program, the first phase of the Aboriginal Internship and Management Development Program.
- Provided a confidential competency assessment service to individual managers to assist them in identifying their development needs.
- Conducted research into management best practices, and improved the Management Development Centre (MDC) pages on the PSC's Website.
- Contributed as a key partner in the Public Management Development Partnership (PMDP), which supports the common learning needs of public sector managers.
- Coordinated the intake process for provincial participation in the federal Career Assignment Program (CAP).

Results

- Events received a positive response from participants. Workshop participants provided clear indication that they experienced an increased managerial competency and applied the concepts learned in the workplace. Approximately 700 participants attended the various learning events in this year.
- More than 30 clients in departments received organizational development consulting services, and rated these as very good and value-added.
- Ten new Aboriginal interns were selected and placed in department assignments.
- Key topics in management best practices were summarized and distributed to managers, and updates about training and management best practices were provided on the MDC section of the PSC's Website.
- The third annual PMDP conference received very positive participant response.
- Departments nominated 10 employees to the qualification assessment for CAP. Based on results of those assessed, Saskatchewan was provided an additional space in CAP, bringing total participants to four.

Goal 2: Healthy, productive workplace

Activities

Through the Employee and Family Assistance Program (EFAP):

- 748 employees were referred to the program and approximately 325 family members were supported at 230 government locations.
- 840 employees attended department-requested learning events to support organizational health.
- The EFAP section of the Website was updated with links to organizational health topics.
- Counselling resources were expanded for Aboriginal and visible minority employees.
- A number of workplace interventions/ mediations were conducted with employee work groups.
- The EFAP brochure was updated and printed for distribution.
- A retirement planning seminar was developed and offered to departments.

Results

- Departments and employees, both as individuals and work groups, continued to use the Employee and Family Assistance Program to assist with work/personal counselling and organizational health issues.
- The EFAP provided prompt, comprehensive and personal responses to the work/personal counselling needs of government employees throughout the province.
- Preventative/wellness learning events were well attended and participant feedback continued to be very positive.

Goal 3: Leadership and accountability in human resource management

Activities

- Developed detailed guidelines to assist departments to create human resource plans.
- Coordinated information sessions and distributed best-practice information on human resource planning within the human resource community.
- Developed a corporate human resource plan.
- Implemented a staffing audit for permanent part-time and term hiring.
- Developed and delivered learning events to clients and stakeholders regarding the staffing process, core competencies and assessment tool development.

Results

- Provided support for best practices in human resource management.
- The corporate human resource plan will articulate the human resource priorities of the Government of Saskatchewan.
- The majority of departments completed human resource plans.

Goal 4: Workplace diversity

Activities

- Promoted designated-group hiring in advertising and staffing.
- Participated in career fairs targeted at youth recruitment and achieving a representative workforce.
- Designed and developed workshops regarding employment equity, return to work and disability awareness.
- Explored employment options in partnership with departments for special placements.
- Developed a disability management policy and procedures.

Results

- Increased awareness and support for workplace diversity.
- Increased representation of designated group employees.

Goal 5: Responsive, client-centred services

Activities

- Managed the recruitment and selection process, including advertising, screening, assessing and reference checking.
- Provided advice and consultation to managers and human resource professionals on the staffing process and principles.
- Consulted with departments and conducted jurisdictional and best-practice research to identify and implement staffing process improvements.
- Maintained competition documentation and statistics, the re-employment list and process, and inventories for employment equity and non-permanent applicants.
- Allocated all encumbered, permanent positions affected by the scope review decision to the in-scope classification plan.
- Conducted classification reviews.
- Represented the Commission at classification appeal hearings.
- Managed all reclassifications, and handled all reclassification challenges through research of conditions, discussions with departments, negotiations with the SGEU and presentations at appeal hearings.

Results

- Ongoing service and support to clients.
- The division administered 895 permanent appointments and 830 non-permanent appointments in 2001–2002.
- 4,617 applications were received for the 2001 Summer Student Program and 531 students were hired.
- 2,319 applications were received for the Centennial Student Employment Program and 292 students were hired.
- 467 employment referrals were made from the employment equity inventories.
- The division completed 2,083 classification reviews, 338 classification appeals, and three reclassification challenges.

Costs

Career Advertising*	$78,432
Employee & Family Assistance Program	$169,215
Employment Equity	$130,534
Staffing & Classification, Regina	$1,769,733
Saskatoon Regional Office	$357,098
Management Development Centre	$469,552
Summer Student Program	$98,704
Aboriginal Internship and Management Development Program (AIMDP)	$433,960
Leave Entitlement Adjustments	$30,181
Total	**$3,537,409**

* This includes the coordination costs of advertising for other departments. Costs of $633,139 were reimbursed by departments. The *Saskatchewan Careers* bulletin was published 45 times during the year at a total cost of $37,044.

Employee Relations

Objective

To represent management in employee relations, and to determine job worth by developing classification standards which ensure equitable treatment of public service employees.

Program Delivery

- Represent management in the negotiation of collective agreements with union bargaining agents.
- Provide labour relations consultation services to management.
- Conduct compensation research.
- Develop and administer compensation policies for non-union and union employees.
- Develop standard classification criteria for jobs in the public service.

Goal 1: Talented, innovative and dedicated employees

Activities

- Worked with the SGEU to establish the scope status for participants in the Aboriginal Public Service Internship Program.
- Partnered with SGEU to create ways for youth to access jobs.

Results

- Reached agreement with SGEU on the scope status of the positions for this program (positions excluded from union membership).
- Negotiated a renewed/revised Letter of Understanding with SGEU to accommodate student employment within the public service, including the Centennial Student Employment Program.
- The Central Union Management Committee approved a subcommittee to explore options and opportunities for the parties to work together to create ways for youth to access public service jobs. The subcommittee's first meeting is scheduled for April 2002.

Goal 2: Healthy, productive workplace

Activities

- Negotiated and implemented a new collective agreement with SGEU.

Results

- Successfully negotiated and implemented a new collective agreement with SGEU covering the period October 1, 2000, to September 30, 2003.
- Negotiations for this collective agreement commenced in January 2001, and a tentative agreement was reached July 5, 2001. The agreement was ratified by the parties and subsequently signed September 27, 2001.
- This settlement was achieved with the assistance of a third party, without job action and within the mandate parameters established by government.

Highlights of this settlement include:
Term: 3 years, October 1, 2000, to September 30, 2003

General Wage Increases:
October 1, 2000 – 3%
October 1, 2001 – 2.5%
October 1, 2002 – 2.5%

Other adjustments (during term of the agreement):

- Revised funding arrangement for employee extended health plan and new extended health benefits for retirees.
- Increase in pension contribution rates.
- New maternity leave top-up and apprenticeship top-up programs.
- Increase in some employee premiums, allowances and differentials, such as shift differential, weekend premium, and meal allowances.
- Modifications to the term staffing process.

Activities

- Negotiated and implemented a new collective agreement with CUPE 600.

Results

- Successfully negotiated and implemented a new collective agreement with CUPE 600 covering the period October 1, 2000, to September 30, 2003.
- Negotiations for this collective agreement commenced November 2000 and a tentative agreement was reached in June 2001. The agreement was ratified by both parties and subsequently signed July 31, 2001.
- This settlement was achieved without third party assistance, without job action and within the mandate parameters established by government.

Highlights of this settlement include:
Term: 3 years, October 1, 2000, to September 30, 2003

General Wage Increase:
October 1, 2000 – 3%
October 1, 2001 – 3%
October 1, 2002 – 3%

Other adjustments (during term of the agreement):

- Adjustment of shift employees to a 37 1/3 hour week, with a 5/5/4 work pattern.

Activities

- Completed development of a CUPE pay equity class plan and continued to negotiate terms of implementation.
- Developed and negotiated factor weights/ points and salary structure.
- Continued to negotiate implementation strategy.

Results

- Development and implementation of a new CUPE pay equity class plan has progressed through this fiscal year. Factor definitions, factor weights, points and point bands have been agreed to by the parties.
- The new CUPE plan has received Phase I approval under the equal pay for work of equal value and pay equity policy framework.
- During the general round of collective bargaining with CUPE, the parties negotiated terms under which retroactive pay would be phased-in. Since the conclusion of the general round of bargaining, the parties have continued negotiations respecting salary structure and other issues related to the implementation of this plan. It is anticipated that these negotiations will come to a conclusion early in the next fiscal year.

Activities

- Began development of a new classification and compensation plan and performance management system for out-of-scope employees, consistent with the equal pay for work of equal value and pay equity policy framework.
- Developed, recommended and implemented economic adjustment and benefit changes for out-of-scope employees, inclusive of annual performance pay adjustments.

Results

- Focus groups were held with executive managers, line managers, human resource directors and other out-of-scope employees. Terms of reference for the project were approved by the Strategic Human Resources Advisory Committee of Deputy Ministers and the Public Service Commissioners. Interdepartmental design teams have been established and modelling systems have been developed for costing purposes.
- Economic adjustments and benefit improvements were approved for the period July 1, 2001, to June 30, 2004, within the approved mandate, and consistent with in-scope provisions.
- Oversaw the timely implementation of in-range performance pay adjustments in accordance with the regulatory framework for out-of-scope employees in all departments.

Activities

- Provided guidance for implementation of bi-weekly pay and review of supplements as a result of the scope review.
- Managed SGEU class plan joint union-management maintenance provisions to continually improve equity of application of the classification plan.
- Continued work on a shared (with SGEU) grievance tracking module for the IPS system.

Results

- Bi-weekly pay for employees affected by the scope review was implemented successfully and in accordance with the scope Letter of Understanding.

- The Joint Union Management Maintenance Committee met three times throughout the year and approved significant revisions to, and reduction in, the number of comparative descriptions, a series of interpretations to further guide application of the plan, and changes in occupational coding.
- Continued development and implementation of grievance tracking system for grievances of the PS/GE bargaining unit utilizing the IPS system. Departments have been provided with training on the system's use. An interface which will allow shared use of the information between the PSC and SGEU is slated for completion in mid-2002.
- The parties are committed to resolving and reducing the number of outstanding grievances by identifying priorities and committing to resolution. Discussion respecting the ongoing process for determining priorities and process for final resolution is ongoing.

Activities

- Continued joint initiatives with SGEU to support improvement in the work environment.

Results

Joint initiatives with SGEU to improve the work environment included:

- At CUMC direction, the parties are undertaking a review of the union/management cooperation processes currently in place, including the Union-Management Committee process.
- Continued issues meetings with SGEU in an effort to identify and resolve issues between the parties as they arise. This approach is geared to addressing issues in a timely fashion and reducing the number of issues which must be dealt with during bargaining.
- Continued coordination of meetings of departmental occupational health committee co-chairs to provide them with a forum to share information and discuss issues of mutual interest.
- Undertaking a review of existing letters of understanding between the parties in an effort to ensure letters are kept current and redundancies are eliminated.
- Finalized the review for scope status of out-of-scope positions to fulfil the contractual agreement. The Labour Relations Board ruling of the matter was received April 2001. A Letter of Understanding between the parties provided a 10-month transition period ending February 28, 2002, to allow for the resolution of classification level, pay and hours of work issues for affected positions/employees moving from out-of-scope to in-scope status.
- Commenced the development of a video from footage taken at the shift work conference sponsored by the Central Union Management Committee.
- Together with the Information Services Corporation (ISC), concluded an agreement with SGEU to transfer employees from the Department of Justice, Land Titles Division, to ISC and establish a separate bargaining unit.
- Effective September 2001, completed and implemented conversion of approximately 400 permanent part-time employees to permanent full-time status based on criteria established between the parties.

Activities

- Negotiated contract settlements for external client agencies.

Results

- Provided assistance to external client agencies by successfully renegotiating new collective bargaining agreements for the Legal Aid Commission, the Saskatchewan Human Rights Commission and the Cafeteria Board.

Costs

Labour Relations	$937,814
Compensation & Class Plan Development	$800,616
Leave Entitlement Adjustments	-$7,406
Total	**$1,731,024**

Administration and Information Services

Objective

To provide central administration, financial and human resource management, and computer services to assist the Commission to achieve its core goals and objectives. This area operates government-wide human resource information systems and maintains government-wide records.

Program Delivery

- Provide administrative, financial, human resource and information technology services to the Commission.
- Act as a central registry for government-wide personnel, position and competition records.
- Provide development and maintenance support for HRS (Human Resource System) and IPS (Intranet Personnel System), and provide training and ongoing support for users of these systems.

Goal 1: Talented, innovative and dedicated employees

Activities

- Provided support for the development and implementation of the Internet-based applicant recruitment tracking and inventory system, by securing government-online project funding.
- Expanded the online application process for summer student employment to include the Centennial Student Employment Program for 2001–02. This allowed students to apply for all student employment opportunities within Executive Government via the Internet.

Results

- Job candidates will be able to post their applications online for term and part-time employment opportunities with the Government of Saskatchewan.
- Students can apply for all student employment opportunities within Executive government over the Internet.

Goal 2: Healthy, productive workplace

Activities

- The Internet Personnel System (IPS) was upgraded to provide the PSC and department human resource branches with a common grievance tracking database to allow users to track and monitor the progress of grievances received and to report on grievances referred to arbitration. An interface has been developed to provide for sharing of information between the SGEU union grievance system and the IPS grievance system.
- The PSC coordinated the corporate Long Service Recognition program on behalf of all government departments, to recognize employees with 25 and 35 years of service.

Results

- Human resource branches and the PSC have access to up-to-the-minute grievance information and can perform their own analysis on grievances received.
- In 2001, 447 employees (376 with 25 years, and 71 with 35 years) were honoured at presentation dinners in Regina and Saskatoon.

Goal 3: Leadership and accountability in human resource management

Activities

- Enhancements were made within IPS to provide greater reporting access to departmental learning and development expenditures.

Results

- Departments can better analyse expenditures made in learning and development to ensure effective use of training dollars.

Goal 4: Workplace diversity

Activities/Results

- To enhance awareness of diversity, Module 1 of the Aboriginal Cultural Awareness Program was provided to all employees of the PSC. Plans are in place to offer further modules in 2002-03.
- To support the Aboriginal Internship and Management Development Program, a database was developed to manage the application process and intern assignments.

Goal 5: Responsive, client-centred services

Activities

- In conjunction with the Department of Finance, assisted with the development and implementation of a new integrated central financial, human resources and purchasing system for government.
- Continued work on an employee orientation and information page for the PSC's in-house Intranet site.
- Developed a disaster recovery plan for IPS. The plan establishes proper backup, recovery and off-site procedures in the event of minor-to-severe disaster.
- In March 2002, the PSC's entire wide-area network, mainframe and Internet access were migrated to CommunityNet.
- HRS and IPS systems were modified to provide a bi-weekly pay system for out-of-scope employees moved in scope as the result of the scope review decision.
- Position and personnel records for government were confidentially and securely maintained in a central file room at PSC's head office in Regina. Inactive records were transferred to a secure government facility off-site for storage and disposal, in accordance with Provincial Archives Board policies.

Results

- Provided ongoing service and support to the Commission.
- In 2001–2002, the PSC spent $8,944,909, resulting in an under-expenditure of $200,091 within a budget allocation of $9,145,000 and 133.7 FTEs.

During 2001–2002:

- A total of 2,510 payments were made to vendors, and post-audits conducted during the year by the Department of Finance and the Provincial Auditor's Office met standards.
- 897 service date requests were calculated for seniority purposes and 346 for vacation entitlement.
- Over 11,000 position, personnel and competition file transactions were processed in support of classification, staffing, years of service calculations or recording general changes in employment for employees.

Costs

Internal Information Systems	$578,356
Administrative Services	$436,292
Long Service Program, Chair's Office and Minister's Office, Policy	$481,908
Communications	$134,152
Human Resource System and Internet Personnel System	$1,184,928
Central Records/Seniority and Vacation Entitlements	$126,435
Accommodation & Central Services	$723,845
Leave Entitlement Adjustments	$10,559
Total	**$3,676,475**

Policy

Objective

Provide direction and leadership in the development of strategic human resource policies for Executive Government by creating a framework for fair and equitable stewardship of the government's human resources.

Program Delivery

- Conduct research and consult with stakeholders and clients to ensure policy direction meets the needs of the government.
- Research and develop new policies.
- Evaluate and amend existing policies to reflect changes in collective agreements or legislation and to reflect contemporary human resources practices.
- Monitor trends in human resource management to ensure policy advice is timely and relevant.
- Provide support and advice to the Minister's office, the Strategic Human Resource Advisory Committee, Human Resource Operations Committee and the Public Service Commissioners.

Goal 1: Talented, innovative and dedicated employees

Activities/Results

- Completed research on attraction and retention of public servants.
- Developed a partnership with the University of Regina to enhance opportunities for the Faculty of Administration Co-op program placements.
- Researched and developed a proposal to implement a youth network in the public service.

Goal 2: Healthy, productive workplace

Activities/Results

- Established an interdepartmental team to assist in the design of the out-of-scope performance management system.
- Continued the implementation of the work-life balance strategy; researched and developed online resources for elder and child care, and developed a brochure for employees of Executive Government.
- Developed or updated the following policies through the interdepartmental policy committee:
  - Violence in the Workplace.
  - Employment Accommodation for Persons with Disabilities.
  - Relocation.
  - Long service.
- Worked with the Information Technology Office to:
  - Develop standards and protocols for site blocking, following the introduction of CommunityNet.
  - Update the Information Technology Acceptable Usage Policy.

Goal 3: Leadership and accountability in human resource management

Activities/Results

- Completed research and developed a proposal for an expanded employee recognition program in the Saskatchewan public service.
- Completed research on an E-Learning strategy for the Saskatchewan public service.

Goal 4: Workplace diversity

Activities/Results

- Served on the interdepartmental policy committee coordinating the Framework for Cooperation, the Government of Saskatchewan's Strategy for Métis and Off-Reserve First Nations People.

Goal 5: Responsive, client-centred services

Activities/Results

- Designed and prepared to administer a PSC client survey to measure client satisfaction.

Costs

As the Policy Branch falls under the Administration code, this section is included with the Administrative and Information Services Division.

Communications

Objective

To provide strategic communications planning and leadership to the PSC to assist the Commission to achieve its core goals and objectives.

Program Delivery

- Provide communications planning and advice.
- Provide editorial advice and manage the development of communications materials.
- Manage the content and development of the PSC's public Internet and in-house Intranet sites.

Goal 5: Responsive, client-centred services

Activities

- Managed internal and external communications to support initiatives and activities, including the new Centennial Student Employment Program and the Aboriginal Public Service Internship Program; the scope review, and the collective bargaining process.
- Continued to develop and update the PSC's Websites, and to provide guidance to program areas for all Web page and Intranet development, including the online collective agreements for CUPE and SGEU, and the new Internet presence for the applicant recruitment, tracking and inventory system.
- Developed the electronic *Careers Bulletin*, which provides weekly e-mail postings of all public service jobs.
- Developed and launched the new online version of the PSPeople newsletter.
- Served on interdepartmental committees, such as the Internet Working Group coordinating Government of Saskatchewan Websites, and the site blocking committee.
- Provided communications advice and direction to program areas for department publications.

Results

Key messages were aligned with the PSC's strategic plan and consistent with overall government communications directions and goals. Projects adhered to established communications policies and procedures.

Through the Website, accurate, timely and cost-effective information was provided for stakeholders about human resource policies, news for employees, and job openings within government.

Traffic on the PSC's Website continued to increase significantly. The *Saskatchewan Careers* Web page, where government jobs are posted, experienced the greatest volume of hits of any page on the Government of Saskatchewan's Website.

Hits on *Saskatchewan Careers*:

	April 01	October 01	January 02
2001/02:	30,175	30,814	43,521
	April 00	**October 00**	**January 01**
2000/01:	14,491	23,324	25,464

The percentage of applications received over the Internet also increased from 52% at the end of the 2000–2001 fiscal year, to 54% at the end of the 2001–2002 fiscal year.

By the end of March 2002, the e-Bulletin, the e-mailed version of Saskatchewan Careers launched in April 2001, had just over 4,000 subscribers.

Costs

As the Communications Unit falls under the Administration code, this section is included with the Administrative and Information Services Division.

Workplace Diversity

Objective

To provide strategic planning and leadership to the PSC to assist the Government of Saskatchewan to achieve its goal of a diverse workforce.

Program Delivery

- Provide diversity planning, advice and monitoring.

Goal 4: Workplace diversity

To support workplace diversity in the public service, the PSC:

- Provided funding and support to the Aboriginal Government Employees' Network (AGEN) and the Saskatchewan Visible Minority Employees' Association (SVMEA). Crown Investments Corporation and the Departments of Intergovernmental and Aboriginal Affairs and Executive Council also sponsor these organizations.

- Developed the Aboriginal Public Service Internship Program, to provide paid opportunities for Aboriginal candidates to gain professional training and management work experience within the Saskatchewan public service, through rotating job assignments and on-going mentorships.

- Engaged an external consultant to review Executive Government's Employment Equity Program and identify further initiatives to help reach the goal of a representative workforce. Significant consultation took place with internal and external stakeholders, and the report concluded the following were essential:
  - Increased funding.
  - Strengthened leadership.
  - Commitment.
  - Accountability.
  - Improved coordination and clarity of roles.

- Continued to review and update policies, including:
  - The anti-harassment policy, strengthened to emphasize the government's commitment to a harassment-free workplace and include an expanded definition of harassment and a variety of dispute resolution options.
  - A reasonable accommodation policy, developed for implementation by spring, 2002.

- Met with disability organizations throughout the province, and gave workshops to community-based organizations on the public service recruitment process.

- Delivered workshops to human resource practitioners in government departments about the barriers disabled individuals face when seeking access to public service jobs.

- With Saskatchewan Environment and Resource Management (SERM) and AGEN, coordinated the Aboriginal Student Mentoring program that brought together 11 managers from the public service with Aboriginal students from Regina high schools.

Costs

Costs are included under "Employment Equity," in the Human Resource Development Division.

Designated Group Representation in Government

2000 and 2001

Designated Group	Total Jobs	Designated Group Count	Percentage
December 31, 2000			
Persons of Aboriginal Ancestry	13,021	1,172	9.0%
Persons with Disabilities	13,021	370	2.8%
Members of Visible Minority Groups	13,021	363	2.8%
Women in Government	13,021	6,895	53.0%
Women in Non-Traditional Jobs	4,572	1,813	19.7%
Women in Management (M and P Levels 1-12B and Senior Executive)	900	655	36.1%
December 31, 2001			
Persons of Aboriginal Ancestry	13,386	1,308	9.8%
Persons with Disabilities	13,386	389	2.9%
Members of Visible Minority Groups	13,386	372	2.8%
Women in Government	13,386	7,071	52.8%
Women in Under-Represented Jobs	4920	1,373	21.8%
Women in Management (M and P Levels 1-12B and Senior Executive)	1,073	477	34.7%

Notes:

1. Women in under-represented roles include women in occupations that have less than 45% of the positions filled by women. Percentage is based on total under-represented jobs.
2. Women in Management include women in all levels of the Management and Professional Classification Plan and Senior Executive Levels. Percentages are based on total management jobs. Data exclude women in the Management Support Group.
3. Figures are based on voluntary self-identification for persons of Aboriginal ancestry, persons with disabilities and members of visible minority groups.
4. The new SGEU Collective Bargaining Agreement signed in 2001 changed Women in Non-Traditional roles to Women in Under-Represented roles to better reflect the goal of this group.
5. Job count is defined as each employment opportunity throughout the year.

Transferred or Excluded Positions, 2001-2002

In accordance with the provisions of Section 31 of *The Public Service Act, 1998*, a list has been prepared of positions which have been transferred to the unclassified division of the public service or excluded from the operation of the *Act*.

During the 2001-2002 fiscal year, 36 positions were transferred or excluded, as follows.

Executive Council

SG4	2
PL6	3
ML8	1
ML9	1
ML11	1
ML12A	1

Justice

SG3	1
SG4	2
Crown Counsel 1	10
Crown Counsel 2	4
Student-at-Law	4
Research Officer 2	1

Intergovernmental and Aboriginal Affairs

Honours Administrative Assistant	1

Office of the Chief Electoral Officer

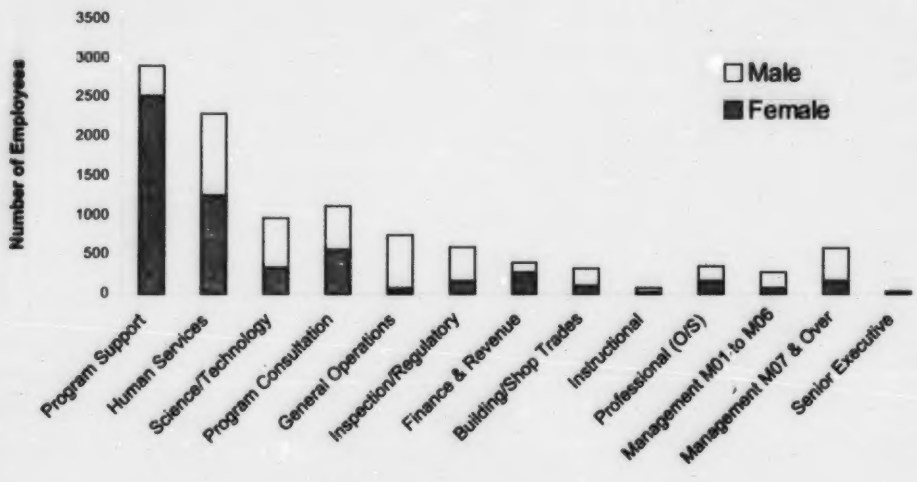
Provisional Election Personnel	1
SG4	2
ML5	1

Abbreviations:

ML: Management Level
PL: Professional Level
SG: Management Support Group

Type of Work/Service Delivered

March 2002



Program Support includes: secretarial, clerical, help desk & office managers.

Human Services includes: corrections workers, social workers, therapists & program consultants.

Program Consultation includes: business consultants, health consultants, program development, policy & legislation.

General Operations includes: cooks, labourers, pilots & equipment operators.

Financial Overview, 2001-2002

(All Figures in Thousands of Dollars)

Sub-votes	2001-2002 Actual	2001-2002 Budget	Variance
Administration			
Salaries	$1228.2	$1175.0	$53.2
Operating Expenses	418.7	487.0	−68.3
Total	1646.9	1662.0	−15.1
Human Resource Information Services			
Salaries	$1037.3	$932.0	$105.3
Operating Expenses	268.5	382.0	−113.5
Total	1305.8	1314.0	−8.2
Human Resource Development			
Salaries	$2713.9	$2471.0	$242.9
Operating Expenses	379.0	491.0	−112.0
Total	3092.9	2962.0	130.9
Aboriginal Internship and Management Development Program			
Salaries	$334.3	$660.0	−$325.7
Operating Expenses	110.3	30.0	80.3
Total	444.6	690.0	−245.4
Employee Relations			
Salaries	$1578.4	$1430.0	$148.4
Operating Expenses	152.6	360.0	−207.4
Total	1731.0	1790.0	−59.0
Accommodation & Central Services			
Operating Expenses	$723.8	$727.0	−$3.2
Total	723.8	727.0	−3.2
Total			
Salaries	**$6892.1**	**$6668.0**	**$224.1**
Operating Expenses	**2052.8**	**2477.0**	**−424.2**
Total	***$8944.9***	***$9145.0***	***−$200.1***

(1) In addition to the expenses shown, the PSC incurred an expense of $148,653 for coordination of the government-wide Long Service Recognition Program. The various government departments involved reimbursed the PSC for this expense. $339 revenue was received from the Saskatchewan Archives Board.

(2) In addition to the expenses shown, the PSC incurred an expense of $633,139 for advertisements for staffing competitions in the various departments and agencies of government. These departments and agencies reimbursed the PSC for advertising coordinated on their behalf. Departments and agencies also reimbursed the PSC $75,432 for training course fees. An additional $3000 revenue was received from Saskatchewan Property Management Corporation.

(3) A $140,000 virement was processed from the Aboriginal Internship and Management Development Program to Human Resources Development.

Glossary

Terms used in human resource management

AGEN — Aboriginal Government Employees' Network.

AIMDP — Aboriginal Internship and Management Development Program.

Arbitration — The process by which a board or a person, acting under the authority of both parties to a dispute, hears both sides of the controversy and issues an award, usually accompanied by a written decision, which is ordinarily binding on both parties.

Core Competencies — The personal attributes, skills and knowledge that are critical for a prospective employee to be successful.

CUMC — Central Union Management Committee. The Chairs of the PSC and the SGEU Bargaining Committee jointly preside over the CUMC, which is made up of departmental UMC co-chairs.

CUPE — Canadian Union of Public Employees.

Designated Groups — Under-represented groups in the public service. For employment equity purposes, the four designated groups are: aboriginal people, persons with disabilities, women in management and under-represented jobs, and members of visible minority groups.

Employee and Family Assistance Program (EFAP) — A program designed to assist employees and their immediate families with problems that may affect their professional or personal lives.

Encumbered — A position which is not vacant; position assigned to an employee.

FTE — Full-Time Equivalent. One employee who occupies one position for a period of 12 months is considered as one FTE.

HR — Human resource/s.

HRBs — Human resource branches.

HRS — The Human Resource System, one of two government-wide human resource information systems. See also IPS.

IBN — Interest-based negotiation. IBN techniques are non-adversarial and based on the determination of common interests. These techniques were used successfully in the last three rounds of collective bargaining.

In-Scope — Positions within the scope of the union's jurisdiction.

IPS — The Intranet Personnel System, a PSC-developed and supported system designed to distribute HR information to managers across government.

Out-of-Scope — Positions not within the scope of the union's jurisdiction.

Position — A job assignment identified by a specific number.

SGEU — Saskatchewan Government and General Employees' Union.

SPMC — Saskatchewan Property Management Corporation.

SVMEA — Saskatchewan Visible Minority Employees' Association.

UMCs — Union Management Committees, formed in all departments to deal with a variety of workplace issues.